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A COMMUNITY RENEWAL PROGRAM

FOR THE CITY AND COUNTY OF SAN FRANCISCO

APPLICATION TO THE HOUSING AND HOME FINANCE AGENCY

FOR A FEDERAL GRANT

TO ASSIST IN THE PREPARATION OF A COMMUNITY RENEWAL PROGRAM

Submitted by
The Department of City Planning
City and County of San Francisco,
State of California

April 1962

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INTRODUCTION

This application for Federal aid to assist in the preparation of a Community Renewal Program for the City and County of San Francisco is being made under provisions of Section 405 of the Housing Act of 1959, whereby Federal funds are authorized to assist local communities, on a one-third local, two-thirds Federal grant basis, in the preparation of community renewal programs.

Policy

It is the policy of the Housing and Home Financing Agency that:

"A Community Renewal Program is to be city-wide in scope and shall include both residential and nonresidential areas. Its basic purpose is to identify and measure, in broad terms, the total need for urban renewal action in the community, to relate this need to the resources available to the community, and to develop a long-range program for urban renewal action.

"The Program shall take into consideration activities which may be undertaken both with and without Federal assistance. It shall also be related to the locality's general plan and Workable Program, its overall programs for capital improvements, its prospects for new development, and Federally aided and other major highway programs."

Objectives

The need to view the city as a whole in the planning of renewal activities of any kind, and in their effectuation, is a primary objective of a Community Renewal Program.

Two further objectives are made possible by evaluating the renewal problem in terms of the total city, and are fundamental to successfully carrying out urban renewal in general, and particularly in San Francisco. These objectives are:

1. To obtain an insight into the nature of slums and into the processes of blight and deteriorating^{on};
2. To formulate a program of action, tailored to meet the needs of San Francisco.

Forces acting to create blight and deterioration, on the one hand, or growth and development, on the other, must be studied as a complex of interacting economic, social and other forces on a city-wide basis. This should provide the basis for the specific determination of present renewal needs and resources for treatment.

It is intended that this program will not be limited to conventional urban renewal treatment methods of "clearance", "rehabilitation" and "conservation" on a project basis, but will incorporate new devices as are determined to be appropriate and feasible, with special emphasis upon continuing preventive and ameliorative measures.

The ultimate goals of this program are:

1. Elimination of slums and blight and prevention of recurrence.
2. Increased housing for all income levels and improvement of quality.
3. Improved development of large areas of the city, commercial and industrial as well as residential, as a result of programmed renewal action.

4. The reinvigoration of the local economy.

In achieving these results through the Community Renewal Program, renewal will become one of the most important tools for the effectuation of the master plan and the furtherance of its objectives. In so doing this should contribute immeasurably to the goal of a vital healthfully functioning community.

Eligible Activities

Federal requirements with respect to the preparation of a Community Renewal Program indicate that "All activities in preparation or completion of a Community Renewal Program shall aid in identifying the extent and nature of slum and blighted areas within the locality and in the selection and scheduling of urban renewal action necessary for their correction, and shall cover at least the following;

1. Identification of all deteriorating, deteriorated, blighted, or slum areas, both residential and non-residential.
2. Analysis of the nature and degree of blight and blighting factors in such areas.
3. Determination of clearance, conservation, rehabilitation, or other urban renewal action needed, and general indication of appropriate land uses in these areas.
4. Evaluation of the locality's requirements and resources for urban renewal action with respect to:
 - a. Financing, including the relationship between the proposed urban renewal activities and the local capital improvements program. Costs and programs in this field should be indicated as they will affect the rate at which the locality will be able to carry out urban renewal. While detailed determinations as to exact locations and design are not eligible activities, the identification of needs and the development of estimated

costs and general schedules for public improvements are appropriate.

b. Redlocation of displaced families.

c. Potential rate of disposition and utilization of cleared land.

5. Development of a long-range program for urban renewal action, coordinated with the local resources and limiting factors developed under 4. above. This shall be expressed in terms of definite priorities or schedules for as long a period within the long-range program as is feasible.

The Need for a Long-Range Program for Urban Renewal Policies,
Plans and Actions in San Francisco.

The City and County of San Francisco has already taken definite steps to develop a long-range program for urban renewal. In May of 1960, the City Planning Commission adopted, as part of the Master Plan for the City and County, a city-wide Urban Renewal Plan, which principally classified local planning areas within the city as to recommended type of urban renewal treatment, namely "clearance", "rehabilitation", "conservation" and "stable". This in turn was largely based on the findings of the Department's program of Planning Area studies conducted over a period of five years commencing in 1955 in which a development plan was prepared for each of the residential Planning Areas, based on field surveys of land use, external structural conditions and age, zoning status and traffic and transit analyses.

Although the City-Wide Urban Renewal Plan represents a first step towards long-range urban renewal planning and programming, it does not establish a time schedule, a schedule of priorities, nor does it evaluate the city's requirements and resources for urban

renewal action in the areas indicated in the plan. Likewise, by now much of the data is out of date. It is also incomplete and of insufficient depth or detail, and no system has been set up for its being maintained on a usable current basis. Furthermore, it does not involve a comprehensive analysis of the interaction of the many public and private forces that affect the total urban renewal picture.

Stronger organization of the departments and agencies of the city and county is needed for an effective and coordinate approach to the many activities of city agencies that are involved in urban renewal activities, including enforcement of codes and regulations. The development of procedures for concentrated and coordinated code enforcement programs in official "Conservation Areas" is a step in this direction but a comprehensive plan for coordinated city-wide code-enforcement programs is recognized as being needed by the officials of the various enforcement agencies.

Stronger liaison is likewise needed with citizens and businessmen's groups interested in or affected by urban renewal actions. Considerable progress has been made here, too, in the last few years, but there is much room for further advancement in this field. An understanding of the role of neighborhood citizens groups in the urban renewal process is also needed.

For these and other urgent reasons, a Community Renewal Program for San Francisco is needed.

Toward these ends the Department of City Planning submits this application to the Housing and Home Finance Agency for financial assistance to design and carry out a program of studies leading to a Community Renewal Program for the City and County of San Francisco.

Purposes of Community Renewal Study

The program of studies envisioned in this application will have the following purposes:

1. To analyze the many factors which, over time, produce deterioration in the city and the interrelationship among these factors.
2. To review the meaning of "blight" and to redefine the terms traditionally employed in describing structural conditions, in order to relate these measures to (a) the functions served by the structures (i.e., the needs or demands of those who use the buildings); and (b), the public and private resources available for improving conditions of structures.
3. To determine what public and private remedies and resources are available or may become available in the future; and what actions (e.g., code changes, administrative re-organization for urban renewal, capital investment, subsidies, etc.) taken by local, state and Federal governments might encourage the optimum use of these resources.
4. To create a system of priorities for specific urban renewal activities and to schedule these activities over an appropriate planning period.
5. To devise a method for maintaining and keeping current the Community Renewal Program and the data on which it is based in the light of the changing social and economic conditions, actions taken and experience gained.
6. To develop a series of key symptomatic indicators ("warning signals", as it were) which would act to alert the Department

of City Planning (and other appropriate public agencies) to any changes in the stocks of population, economic resources, land and structures which signal problems and trouble spots in economic changes, blight formation, population movements, etc., and so would require compensatory or remedial action. These indicators would serve: 1. to provide quick policy guides, and 2. to relate the organization and storage of information on a continuing basis.

The proposed program of studies will embrace all geographic areas and all functions, operations, or activities (public, institutional and private) which are related to urban renewal. It will not be limited to any one aspect of renewal (such as "residential blight") to the neglect of any other (such as "industrial obsolescence"); nor shall it be confined to any single neighborhood. The program of studies shall recommend a general program for the control of city growth and renewal. Urban renewal project plans will not be developed as part of this program but it will include plans for typical neighborhoods for which urban renewal actions of different sorts are proposed. For the downtown area, work similar to that authorized as a "General Neighborhood Renewal Plan" will be carried out.

Proposed Method

In the accomplishment of these research objectives, it is proposed to use (if it appears feasible) a recently developed method of problem analysis and solution, known variously as "operations research", "systems engineering" or just "systems analysis". (See Appendix A for a detailed description of this method and its proposed applicability to the problem at hand.) Devised originally as an instrument for

evaluating military operations, this method has had little application thus far in the fields of urban planning or urban renewal. However, it is felt that by inventive experimentation, undertaken with the knowledge that the more familiar approaches have proved inadequate, systems analysis can be made an effective instrument for providing the required program and scheduling of renewal action, which is the purpose of this study. A further advantage of this approach is that it provides a framework within which subsequent studies relating to urban problems can be most economically carried out. It enables those responsible for conducting the renewal program to interpret newly acquired information in terms of a "model" of the city and to test, on a continuing basis, the consequences of newly conceived courses of action.

Much more, however, must be known of the critical behavioral relationships within the City of San Francisco and the possibilities and costs of quantifying such relationships before it is possible to state categorically that it is practical to develop and install a model for the renewal process, or, if so, that a particular type of model would be most suitable, or the extent to which any such model can be used.

This contingency has been taken into account in the development of the Work Program (described in Section CR 121, below).

The first phase of the research program will involve an over-all assessment of the renewal problem in San Francisco, examination of available data, establishment and preliminary testing of hypotheses, the costs of and methods for securing additional data, and, in particular, determination of the practicability of constructing some type of urban renewal model and of installing a system for continuous renewal programming. The second phase would delve into the problem in greater detail

and, if some type of model appears practical, efforts would be made to design, build and install one.

Other, more familiar techniques in analyzing the data for the preparation of the renewal program will be used, should it prove technically impossible, within the limitations of the budget, to devise a workable model of the city. The formulation of hypotheses during Phase I, prior to the collection of data, will ensure that sufficient and reliable information on which to base this renewal program will be obtained regardless of the final methods used. During the course of Phase I, the work will be carried out in close collaboration with experts in the field of systems analysis who will provide timely advice as to the costs and advantages or disadvantages of pursuing this approach. If changes in the later phases of the program are deemed advisable they will be incorporated in a revised research design. Or, if if this approach proves to be possible - but at a cost which exceeds the current budget - consideration will be given at that point to securing additional funds for this purpose.

HOUSING AND HOME FINANCE AGENCY
URBAN RENEWAL ADMINISTRATION

APPLICATION FOR COMMUNITY RENEWAL PROGRAM GRANT

(TO BE FILLED IN BY HHFA)

COMMUNITY RENEWAL PROGRAM NO.

DATE RECEIVED

A. PURPOSE OF FEDERAL GRANT APPLIED FOR

(Check one only)

☒ PREPARATION OF COMMUNITY RENEWAL
PROGRAM

☐ COMPLETION OF COMMUNITY RENEWAL
PROGRAM

C. AMOUNTS

1. Federal grant applied for \$ 663,245

2. Non-Federal funds to be provided 356,406

3. Total estimated cost \$ 1,019,651

B. LOCALITY

San Francisco, California

D. APPLICANT (Correct legal name of applicant authorized to enter into contracts with the United States)

Department of City Planning
City and County of San Francisco

The Applicant identified above hereby makes application for a grant, under the provisions of Section 103(d) of the Housing Act of 1949, as amended, to aid in defraying the cost of the preparation or completion of a Community Renewal Program, comprising certain studies, surveys, technical services, and other activities as more fully described in the documentation submitted in support hereof.

The Applicant represents that it has or will have available, when needed, sufficient funds to defray, with the requested grant, the cost of the preparation or completion of a Community Renewal Program; that the data and information in support of and constituting part of this application for a grant are true, correct, and complete; that the filing of this application has been duly authorized, and that the undersigned officer (or officers) have been duly empowered (1) to file this application for and in behalf of the Applicant, (2) to provide such additional information and documents as may be required, and (3) otherwise to act as the authorized representative of the Applicant in connection with all matters pertaining to this application and any grant contract that may be executed pursuant to this application.

IN WITNESS WHEREOF, the Applicant has caused this application to be duly executed in its name by its undersigned officer (or officers) on this _____ day of _____, 19____, in _____, County of _____, State of _____.

Department of City Planning
City and County of San Francisco

Legal Name of Applicant (i. e., the agency
authorized to contract with the Federal Government)

By _____
Signature of Authorized Officer

Director of Planning

Title of Authorized Officer

REPORT ON LOCAL PROJECTS AND PLANS

(Section CR 102)

Urban Renewal Projects in San Francisco being Executed Approved for Planning, Tentatively Delineated, or Already Locally Approved.

Detailed information on the projects and activities below is on file with the Urban Renewal Administration of the HHFA, either through project reports, or as described in the Workable Program for Urban Renewal, 1960-61, for San Francisco.

1. Projects Being Executed:

a. Western Addition Redevelopment Project A-1:

Clearance is completed, parcels are sold, and construction is under way by several developers. Others have completed final building plans and are negotiating financing arrangements. A Japanese Trade and Cultural Center, a home for the elderly, rental apartments and co-op apartments are among the new land uses. Street-widening, a vehicular underpass, street lighting and other improvements are completed or under construction.

b. Diamond Heights Redevelopment Project B-1:

Land acquisition complete, demolition complete, grading complete, and construction of site improvements and streets is under way. Land sales (auctions) have been held for several tracts. A moderate income private housing program is now being prepared for this project.

c. Golden Gateway Redevelopment Project E-1 :

Land acquisition under way, demolition initiated, and sale of entire residential area (plus public parking garage area) negotiated after a competition, which included an architectural competition, to select most suitable scheme. An additional block has been recommended for inclusion in the project area.

2. Projects Approved Locally and Initially by the HHFA:

Western Addition Project A-2 :

A second project in the Western Addition Area has been initiated, and in February of 1960, the Board of Supervisors appropriated \$8,890 for an application to the Urban Renewal Administration for planning funds. A planning grant has been approved by the HHFA, and project planning work is now under way. A preliminary plan for the project area was approved by the City Planning Commission on December 21, 1961.

3. Projects Delineated and Initial HHFA Approval Pending:

South of Market Project D-1 :

A project for the redevelopment of the mixed residential and industrial area south of Market Street has been initiated, and on December 4, 1961, the Board of Supervisors designated Redevelopment Area D (South of Market) and adopted a resolution approving preparation of surveys and plans for a project, and approving the filing of an application with the HHFA for an advancement of planning funds for Project D-1.

4. Projects Undertaken Without Federal Assistance:

a. Feasibility of Rehabilitation Study:

A survey was completed and a report was published for

selected areas in San Francisco to determine comparative cost of structural rehabilitation or replacement combined with socio-economic data regarding tenants and owners. Funds for this study were appropriated in May 1959 by the Board of Supervisors.

b. City-Wide Urban Renewal Plan:

A city-wide Urban Renewal Plan was prepared by the Department of City Planning and adopted by the City Planning Commission in May 1960 as a part of the Master Plan.

c. Conservation Area Program:

A program of planned area code enforcement in conservation areas is being carried forward under the guidance of the City-Wide Urban Renewal Plan. This non-assisted program is the responsibility of the Urban Renewal Division of the Department of Public Works. The current program is located in the Pacific Heights area and in the Visitacion Valley area. Studies are under way for future conservation area designations.

WORK OF A COMMUNITY RENEWAL PROGRAM NATURE

WHICH HAS BEEN COMPLETED

(Section CR 103)

Over a period of five years commencing in 1955 the Department of City Planning has been conducting Planning Area studies covering the entire City. For each Planning Area the following information was recorded:

1. Land Use (from a field survey)
2. External Condition of Structures (from a field survey)
3. Age of Structures
4. Traffic, Transit and Street Grades
5. Zoning - Old Ordinance
6. Zoning - New Ordinance

A development plan was prepared for each of the residential Planning Areas. Data gathered in the preparation of the Planning Area studies included population and housing characteristics for each area and an inventory of public and private institutions such as schools and recreational facilities.

This material was used along with other data in determining the areas most suitable for different kinds of urban renewal treatment and this determination was adopted in the form of a City-Wide Urban Renewal Plan, a part of the Land Use Section of the Master Plan.

Although the City-Wide Urban Renewal Plan represents the first step in the preparation of a Community Renewal Program by identi-

ifying those areas that are suitable for different kinds of assisted and non-assisted renewal programs, it does not include a system of priorities nor does it indicate the time period which is involved in the carrying out of the plan. Also, the plan does not evaluate the locality's requirements and resources for renewal action in the areas indicated in the plan.

The City has had under study the organization of its code enforcement activities with the intention of making available a larger inspection staff and putting greater emphasis on the renewal program, particularly the planned area code enforcement program.

In summary, the work that the City and County (including the Department of City Planning) has done of a Community Renewal Program nature is inadequate for the following reasons:

1. Most of the material is out of date;
2. Much of the data is incomplete or of insufficient detail or depth;
3. There is no system for maintaining it on a usable current basis;
4. It includes no provision for priorities determination or for programming of renewal actions, or actions for other public improvement programs in support of the urban renewal action.
5. It does not involve a comprehensive analysis of the interaction of the many public and private forces that affect the total urban renewal picture.

(CR 111)

GENERAL PLAN

Evidence respecting General Plan not required for this application, inasmuch as this is contained in the Program for Community Improvement for San Francisco, recertified November 1, 1961.

(CR 111)

DESCRIPTION OF PROPOSED ACTIVITIES
AND PROPOSED WORK PROGRAM

(SECTION OR 121)

The proposed work program for the preparation of a Community Renewal Program for the City and County of San Francisco and the proposed activities which make up the program are described in this section.

Department of City Planning and Consultants

Over-all general responsibility for the preparation of the Community Renewal Program will be assumed by the Department of City Planning as the Local Public Agency representing the City and County of San Francisco. The Department of City Planning will contract with a private consultant for the planning and execution of the major part of the research and the preparation of a recommended Community Renewal Program based thereon. This consultant will have responsibility for the research and program preparation described below (see "Outline of Work Program", page 5 of this section) with the exception of certain studies and activities as indicated.

These exceptions consist of 1) special planning studies (Phase II, 2.c. "Land-use planning") to be undertaken within the Department of City Planning, and 2) neighborhood organization and renewal impact studies (Phase II, 2.d.) to be undertaken, through special arrangement, by qualified university and/or other research groups. The results of these studies will be

integrated by the consultant with the other research activities for which he will be responsible.

However, the planning and execution of the activities leading to the preparation of a Community Renewal Program will be essentially a team undertaking. Although individual members of the Department of City Planning and other participating city departments will be working under the direction of the consultant, the department will participate in the structuring of the project and the planning and design of the research activities. It will be kept informed at all times of the character and progress of the activities being undertaken by the consultant and the consultant will be kept currently informed of departmental policy and desires.

Other Departments and Agencies

The Department of City Planning as the Local Public Agency and representative of the local government will be the contact between the project and those other groups, departments and representatives of the local government which have an interest in and concern with urban renewal.

These include specifically the Department of Public Works, the Department of Public Health, the Fire Department, the Redevelopment Agency, the Department of Public Welfare, and the Housing Authority of San Francisco as well as all the other agencies represented in the Inter-Agency Committee for Urban Renewal, chaired by the Mayor's Urban Renewal Coordinator. The Department of City Planning will represent and report on the

project to these groups and will solicit suggestions and advice from them. However, as the contracting agent with the Federal Government, and thereby having primary responsibility for the project, the Department of City Planning will have the ultimate decision as to the content and character of the project. In this it will receive policy guidance from the City Planning Commission.

Advisory Committees

In addition, a Citizens' Advisory Committee will be formed composed of representatives of private bodies and organizations, chief liaison with which will be the Mayor's citizens' advisory organization, the San Francisco Planning and Urban Renewal Association. This committee will serve to develop public understanding of the project, contribute advice, and facilitate access to public and private sources of data. Another group to be formed will be a Technical Advisory Committee, drawing upon local professional people for assistance in making available knowledge or recent technical developments.

Consultant Reports

The consultant will have the direct responsibility to design and carry out the greater part of the research, and based on this, to prepare the Community Renewal Program recommendations and then to design and prepare for installation a system for continuous renewal programming. The consultant will submit monthly progress reports to the Department of City Planning and interim reports upon completion of each phase of the study or

upon special studies. At the conclusion of the study a final written report shall be submitted by the consultant to the Department of City Planning which will include a description of the research methods, procedures, and activities, and the conclusion of the research. The report shall also set forth the resultant recommended Community Renewal Program and shall describe the method and systems for the continuous up-dating and revision of the program. This report shall become the basis for the official Community Renewal Program of the City and County of San Francisco which will be submitted by the Department of City Planning to the Mayor and the Board of Supervisors of the City and County for their approval, and then to the Housing and Home Finance Agency.

The research, program construction and preparation of final report are to be accomplished in five phases covering a period of two years. Following this there will be a final sixth phase of two months for submission of the final report. The six phases, and the classes of work activities to be performed under them are indicated in the following outline, which is followed by a more detailed description and a schedule chart.

OUTLINE OF WORK PROGRAM

Phase I - Research Design (4 months)

1. Existing data reconnaissance.
2. Survey of research techniques.
3. Formulation of preliminary hypotheses.
4. Preparation of detailed program of research.

Phase II- Data Collection and Special Studies (20 months)

1. Data collection based on program of research prepared in Phase I.
 - a. Building and environmental conditions data.
 - b. Data on the economics of land use and improvements.
 - c. Occupants and users data.
 - d. Urban Design in the Renewal Process
2. Special Studies
 - a. Organization and administration.
 - b. Relocation.
 - c. Land-use planning.
 - d. Neighborhood organization and renewal impact studies.

Phase III - Design and Construction of Urban Renewal Models (10 months)

1. Growth and deterioration factors in San Francisco.
2. Use of Key "Accounts" and "Models".
3. Model: Design and purposes.
4. Alternative methods.

Phase IV - Programming Urban Renewal Action (6 months)

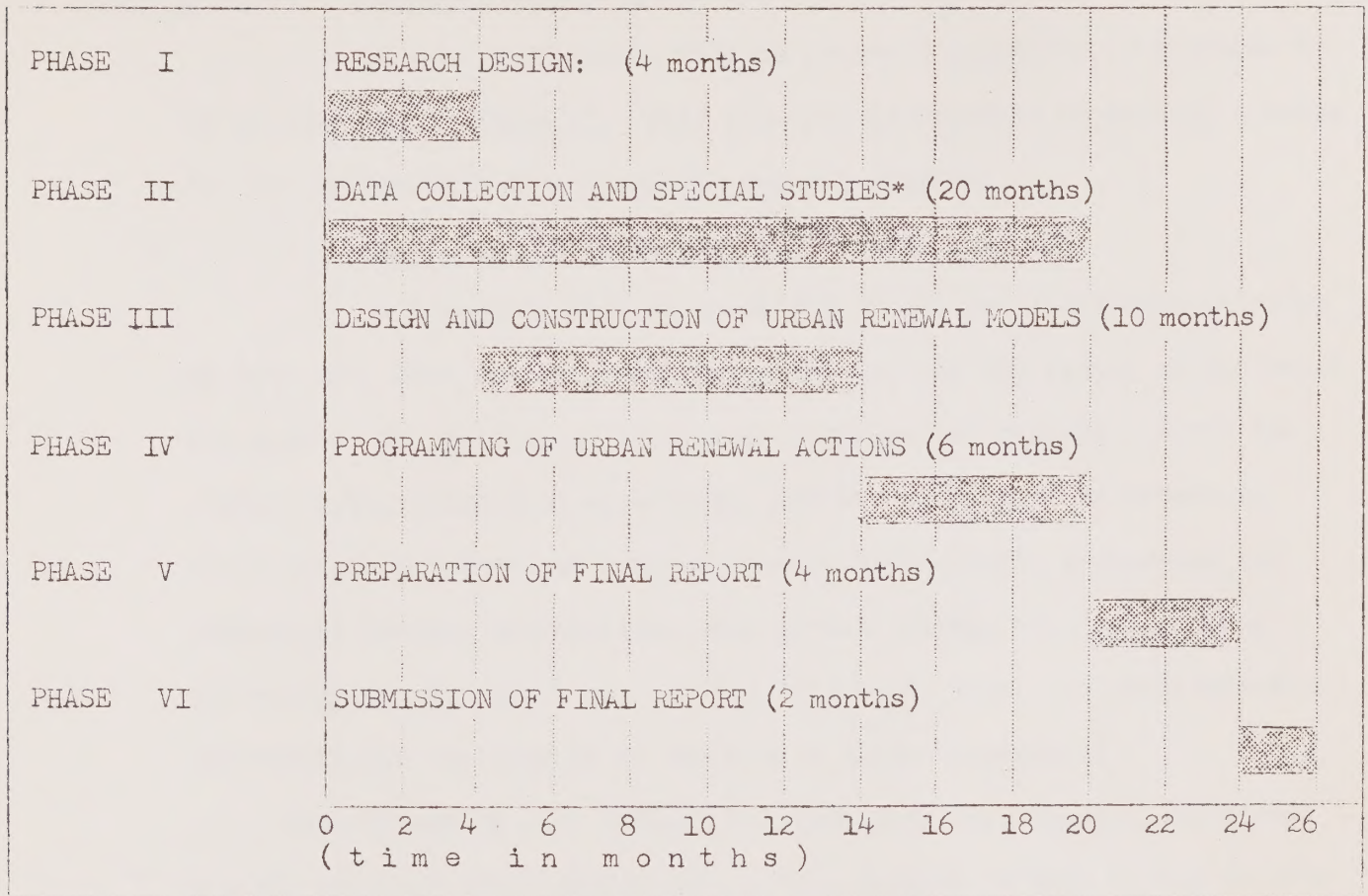
1. Model testing.
2. Evaluation of techniques of data analysis and processing.
3. Preparation of preliminary and final Community Renewal Program.

Phase V - Preparation of Final Report (4 months)

Phase VI - Submission of Final Report (2 months)

COMMUNITY RENEWAL PROGRAM

WORK SCHEDULE OF CONSULTANT AND CITY STAFFS



* Note: Prime consultant will not undertake land planning studies - to be made by Department of City Planning - or neighborhood organization and renewal impact studies - to be made by separate consultants.

Data collection will commence at the end of the second month for a total period of 18 months.

DETAILED DESCRIPTION OF WORK PROGRAM

Phase I - RESEARCH DESIGN (4 months)

In this phase there will be prepared a program of research to be carried out in Phase II. This research is required to provide a basis for the preparation of a Community Renewal Program.

1. Existing data reconnaissance

An inventory will be conducted of all available data relating to land use, land values, occupancy, rentals, and the status of the housing market; the history of local redevelopment and renewal actions and their costs, relocation experience, and the activities of Federally aided public programs other than renewal; residential, commercial and industrial trends, metropolitan area growth trends, traffic patterns and employment distribution; and the political, legal and administrative structures for the conduct of the City's public business.

This inventory will include relevant City departmental files and records and such other public and private sources of data as may be made available.

From this survey of existing data resources it will be possible to obtain an estimate of the data already available and the extent of the need for additional data, including the cost for obtaining these data.

2. Survey of research techniques

A survey will be made of new and potential research techniques in the field of urban renewal, and methods of problem analysis and data handling which offer possibilities of use for this project.

3. Formulation of preliminary hypotheses

Preliminary hypotheses will at this point be set forth as to the

sources of blight and deterioration and their relationship to the processes of urban growth and development. These hypotheses will be developed to the point necessary that they may aid in the preparation of a detailed program of research and as a guide to the kind, form and extent of data necessary to be collected in Phase II.

4. Preparation of detailed program of research

Based on the inventory of available data, such research techniques as will have been determined to be feasible, and the preliminary hypotheses, a detailed program and schedule for the subsequent research to be carried out in Phase II will be prepared. This will describe the objectives of the urban renewal program and the premises underlying these objectives; the range of possible courses of action to be tested as to their feasibility; and the data requirements necessary to measure the probable success or failure of these courses of action.

Phase II - DATA COLLECTION AND SPECIAL STUDIES (20 months)

The detailed program of research to be carried out in Phase II will conform with the Outline of Work Program above and with research activities and data requirements as indicated below.

1. Data collection based on program of research prepared in Phase I.

Following are the kinds of data which it is anticipated will be required and the surveys which will be carried out.

a. Building and environmental conditions data.

In addition to the 1960 census data, covering the whole city, data will be obtained from a city-wide inspection of single-family structures by the Fire Department and of multi-family

structures by the Department of Public Health. These surveys will provide data on structural condition, health and safety factors and characteristics of blight and deterioration. A special survey will be made of industrial and commercial structures. These will be supplemented, for some areas, by special sample surveys, by Department of City Planning planning area studies, and by a zoning non-conforming use survey.

Data relative to neighborhood decline and deterioration will be obtained (i.e. nuisance factors, mixed land uses, inadequate public facilities, etc.). By combining these data with data on structural conditions it will be possible to apply measures of blight, deterioration, and obsolescence to areas of the City and to rate them as to condition and degrees of need for treatment.

The various areas of the City will be analyzed to reveal the nature, degree and causes of blight and deterioration which they exhibit.

Within sample areas a survey will be made of the history of the structures by examining records of transactions and other public records relating to condition and use of structures. Based on this it will be possible to estimate their life expectancy and thereby formulate a schedule for their rehabilitation and replacement as needed.

b. Data on the economics of land use and improvements.

Studies will be conducted and data collected relating to the economic factors significant for a Community Renewal Program, and specifically with respect to land use determination. These studies will seek to provide a basis and to furnish an indication

of the kinds of data to be collected for the analysis to be undertaken in Phase III which will make possible the projection of economic trends and growth prospects, policies, and actions which will govern decisions on the character, location and timing of renewal action.

Specifically, as a key factor, investment behavior with respect to land use determination will be studied. In this connection, a sample survey of investment trends and typical controlling attitudes towards investment by private, public and institutional investors, will be made.

Existing land uses will be surveyed and analyzed to ascertain characteristics of site, environment, location and other elements affecting land usage and land values. This will include the utilization of existing traffic data, as well as the collection of such new data as is determined to be necessary, for analyzing the locational factor with respect to accessibility. The city will then be mapped according to the resulting measure of use-value. Special studies will be conducted for selected areas of the city to determine the financial feasibility of rehabilitation, as reflecting the relative value of land and improvements to the investor, and as giving an indication of the appropriate scale for the programming of this kind of renewal action.

Market studies of both residential and non-residential uses will be conducted to indicate the prospective supply and demand for housing, including estimated requirements for new and rehabilitated housing at various price ranges. The results of this analysis will be used in connection with the formulation of methods

of analysis (a growth and development model if feasible - see Phase III) which will make it possible to forecast the potential impact of growth on the demand for land development and its significance for markets for cleared land in renewal areas.

A study will be made of the local financial resources of the community for the effectuation of renewal. This will include the public costs for the administration and effectuation of renewal, including related public capital improvements; fiscal consequences in terms of public borrowing required, debt limits, changes in tax revenues, etc.; private resources for renewal including available investment capital and prevailing fiscal policies; and the effect on local investment of local and Federal programs, codes, ordinances, and other regulations affecting investment through controlling investment practices and land use determination.

c. Occupants and users data

Studies will be made and data collected on the occupants and users of property and structures, and the factors which influence their decisions. This will be done for two purposes: one, to obtain a measure of the behavioral characteristics of typical occupants and users with respect to the use of space; and two, for the purpose of ascertaining the extent, timing and character of prospective community growth in population and employment. A knowledge of the behavioral characteristics will be used in the development of techniques for the prediction of future land use decision patterns, as based on the prospective community growth in population and employment.

In order to obtain data upon which to base a measure of user behavioral characteristics, a sample survey will be made of residential occupants and users according to socio-economic level; family size and composition; occupation and place of employment; rent-income ratio; tenure and length of residence; mobility; attitudes toward relocation; and explanation of choice of residence. This survey will reveal patterns of choices in residence.

A sample survey will be made of non-residential users, to obtain information concerning length of occupancy; adequacy of space, utilities, location and transportation facilities; rent or capital investment (and related financial factors); number of employees and their place of residence; plans or intentions of moving; attitudes toward building and zoning requirements and other measures now in use, or contemplated for orderly city growth and urban renewal. In this connection, a special study of the problems, needs and resources of commercial and industrial users will be made, the results of which will be related to the total renewal needs of the city.

d. Urban Design in the Renewal Process

Study will be made of the elements of urban aesthetic judgments which enter into decisions to improve or renew properties, and of criteria which determine civic valuation of design features that are desirable to achieve or retain in the renewal process. Consideration will be given to the effect of landscaping, building grouping, advantageous use of terrain, open spaces, building materials, street furniture, siting,

orientation, and other elements of the cityscape on public and private valuation of properties. Special attention will be given to the symbolic and historical value of landmarks and features of the urban scene which are not only valuable in themselves, but act as focal points in the creation of neighborhood values.

In the programming of renewal, the role of the public agencies in ordering public improvements so as to achieve strategic design objectives will be the object of special study.

2. Special Studies

Special studies will be conducted as follows:

a. Organization and administration

A study will be made of San Francisco's organizational and administrative resources (public and private) for carrying out renewal actions. This study will include an inquiry into the legal authority -- charter, State law, City ordinances, codes and departmental rules and regulations -- as well as the resources for effectuating them. This will include an examination of the public

organizational structures for the administration of renewal programs and the enforcement of applicable codes and regulations, and their relationships with each other and with other city departments and agencies.

This study will also include a survey of general city-wide private organizations and associations. These organizations will be analyzed and evaluated for an understanding of the role which they play in the urban renewal process, both as it is presently conceived and as it might be improved and expanded.

b. Relocation

Studies will be made to ascertain relocation requirements and potential resources, and to explore possibilities and make recommendations for augmenting existing resources. This will also include the consideration of social, racial and economic problems arising from the dislocation and resettlement of families and businesses.

These studies will include the establishment of a record of the existing housing inventory and the development of a system for keeping it current. This inventory will record the number, size, condition, and rental or purchase price of dwelling units. Data on projected family displacement by public actions will be developed, including an identification of family characteristics and population characteristics (as investigated under l.c. "Occupants and Users data"). The studies will also include an evaluation of the market factors affecting businesses and industries likely to be displaced by public actions, their land requirements, and opportunities for expansion; and the development

of measures to provide sufficient and appropriate resources to meet displacement demands.

c. Land-use planning

General planning studies will be undertaken for the re-use of renewal areas and the development of planning standards and criteria for renewal programming. A study will be made of ways in which capital improvement planning can be coordinated with renewal planning. Also, a planning study will be made for the downtown area similar to a "General Neighborhood Renewal Plan." These studies will attempt to provide a planning basis for the programming of renewal actions in accordance with the master plan.

d. Neighborhood organization and renewal impact studies

Studies will be conducted of neighborhood areas to investigate local organization and leadership patterns, and to determine modes of operation of these organizations and their attitudes toward renewal (and other federal programs) and programs of neighborhood improvement. These studies will attempt to provide a basis for adjusting renewal actions to individual neighborhoods and to encourage maximum participation by residents.

Phase III - DESIGN AND CONSTRUCTION OF URBAN RENEWAL MODELS (10 months)

1. Growth and deterioration factors in San Francisco.

Drawing upon the data search in Phase II, the major forces and factors affecting urban growth and deterioration in the City of San Francisco, and the relationships among these factors, will be identified. As far as possible, these relationships will be quantified and expressed mathematically, so that the effect of varying one (or several simultaneously) upon the others can be determined and

measured by solving mathematical equations.

2. Use of Key "Accounts" and "Models".

The feasibility of actually organizing these relationships in the form of a structure of key "accounts" (or "model ") will be investigated. Individual models will seek to describe the behavior of the key decision-units -- households, enterprises and financial institutions, and public agencies, and the effect of their behavior on the major stocks of population, economic resources (including capital), land, and structures. An over-all model, if developed, would provide a picture of the urban space "system" of the City of San Francisco, with its inventory of land, existing structures and uses, the ebb and flow of users, and the characteristics of the users. (See Appendix A for a discussion of the nature of these models and examples of the accounts).

3. Model: Design and purposes.

The models, if they prove feasible of construction, will be designed to serve two purposes: (a) to predict, test and evaluate the consequences of alternative renewal strategies or actions to achieve the goals of urban renewal in San Francisco, as the basis for preparing the City's Community Renewal Program, (Phase IV below); (b) to provide an organized framework of data collection and analysis for continuous programming of renewal actions, in order that the final Community Renewal Program, when completed, may be kept up to date and abreast of new conditions.

4. Alternative methods.

To the extent that construction of the renewal models does not prove to be feasible, other methods of data analysis will be

used during Phase IV. These methods shall be fully described when and if a revised research design appears to be necessary at the conclusion of Phase III.

Phase IV - PROGRAMMING URBAN RENEWAL ACTIONS (6 months)

1. Model testing.

Having established ^{a systematic} ~~mathematical~~ expression for the ^{structure} ~~interrela-~~
~~tion of at least the major forces relating to urban growth and~~
~~deterioration in San Francisco -- organized in the form of renewal a~~
~~models based on statistical accounts --~~ ^{of the space market} this phase of the work
program will involve a series of "tests" designed to determine and
measure the effects of introducing changes in the models by alter-
ing one or more elements in the existing situation. The ~~factors~~ ^{elements}
in the model will be changed to test different assumptions, con-
ditions, and policies and their consequences, in order to deter-
mine the optimum solution which best realizes the renewal objec-
tives of the City. Courses of action with respect to the
various areas of the city will be selected and programmed in such
a way as to be in agreement with as well as guided by the master
(general) plan for the city as a whole, which will concurrently
be undergoing revision.

The consequences of different renewal programs, priorities,
and time schedules will be analyzed and tested against the finan-
cial, relocation, administrative and other resources available to
meet the City's total renewal needs. These tests may point up the
need to alter certain renewal objectives, or to re-schedule certain
renewal actions, or to remedy certain deficiencies in finance, ad-
ministrative organization, research, etc.

2. Evaluation of techniques of data analysis and processing

For the purposes of these tests, the ~~best available techniques~~ ^{model will be "programmed"} ~~for computer simulation. Also, a plan will be prepared to~~ of data analysis and processing will be employed, including, where ~~incorporate this computer simulation as the basis for a continuing~~ feasible, the use of electronic computers. ~~The feasibility of using~~ ^{renewal programming facility.} ~~these data handling and manipulating techniques for continuous re-~~ ~~newal programming will also be evaluated.~~

3. Preparation of preliminary and final Community Renewal Program.

A preliminary renewal program will be prepared on the basis of these tests of alternative renewal strategies. This preliminary program will be reviewed by the Director of Planning and the City Planning Commission, as well as by the Inter-Agency Committee and the Citizens Advisory Committee. Following this review, a final Community Renewal Program will be prepared. The renewal program will include: a set of schedules, for population, land, structures, public and private investment, administrative and organizational resources, etc., showing for phased time-periods, and for the various areas of the City, those actions which will result from normal market forces and those additional actions which must be taken by public agencies; and will identify the key symptomatic indicators which should be kept up to date for continuous renewal programming.

Phase V - PREPARATION OF FINAL REPORT (4 months)

A final written report will be prepared which will include: a statement of the purpose, scope and objectives of the project; methods and procedures; analysis of findings; recommended Community

Renewal Program; and specific directions as to the most efficient and economical way in which to ~~keep current the Program and analyses which underlie it, as well as estimation of needed re-~~ *maintain the resultant CRP on an up to date basis for the generation of continuous* ~~renewal programming as well as an estimation of the needed sources and anticipated costs of continuous programming against resources, financial and data, in order to do this, which feasibility of such action may be measured.~~ (During the course of the project, interim reports will be prepared covering specialized aspects of the work).

Phase VI

SUBMISSION OF FINAL REPORT (2 months)

During the two months period following the completion of the project, time will be necessary for presentation of the report to the Mayor, the Board of Supervisors and the H.H.F.A., as well as to other public bodies and private groups, and for obtaining official approval and public understanding of the Community Renewal Program and its purpose, nature, scope and content.

HOUSING AND HOME FINANCE AGENCY
URBAN RENEWAL ADMINISTRATION

COMMUNITY RENEWAL PROGRAM BUDGET

NAME OF PUBLIC BODY

Department of City Planning
City and County of San Francisco

ADDRESS

100 Larkin Street
San Francisco 2, California

INSTRUCTIONS: Initial Budget: Prepare original and 5 copies for HHFA. Submit original and 3 copies in Binder No. 1, copies in Binders No. 2 and 3. Revised Budget: If with amendatory application, follow "Initial Budget" instructions. Otherwise, submit original and 3 copies to HHFA.

COMMUNITY RENEWAL PROGRAM NUMBER (if assigned by HHFA)

BUDGET NO.

DATES OF HHFA BUDGET APPROVALS (Complete for revision only)

Budget No. 1, _____, 19____ Latest Approved Budget (No. _____), _____, 19____

ACCOUNT CLASSIFICATION		TO BE COMPLETED BY PUBLIC BODY		TO BE FILLED IN BY HHFA
		FOR REVISION ONLY	BUDGET REQUESTED FOR <u>26</u> MONTHS	BUDGET APPROVED FOR _____ MONTHS
		LATEST APPROVED BUDGET (a)		
NUMBER	DESCRIPTION		(b)	(c)
C 1410.2	Staff Salaries	\$	\$ 297,589	\$
C 1410.7	Employee Benefit Contributions		26,036	
C 1410.91	Travel		4,701	
C 1410.92	Reproduction and Reports		850	
C 1410.93	Other Administrative Costs		24,280	
C 1430	Contract Services		557,500	
C 1460	Other Costs (Specify below; attach additional sheets if necessary)		16,000	
	a. Purchase of Census Tapes		1,000	
	b. Special Census Tabulations		15,000	
	c.		0	
C 1475	Nonexpendable Equipment		0	
Subtotal (All account classifications)		\$	\$ 926,956	\$
Contingencies			92,695	
TOTAL COMMUNITY RENEWAL PROGRAM BUDGET		\$	\$ 1,019,651	\$

Approval of the Community Renewal Program Budget in the amounts and for the time period shown in Column (b) is hereby requested.

Date Signature of Authorized Officer Director of Planning
Title

The Community Renewal Program Budget is hereby approved in the amounts and for the time period shown in Column (c). The authorized activities shall be completed by _____, 19____.

Date Regional Director of Urban Renewal, Region _____

PROJECT BUDGET
COMMUNITY RENEWAL PROGRAM
CITY AND COUNTY OF SAN FRANCISCO

BUDGET ITEM	Total Project Costs	Total Resources	Federal Grant	Local Grants
<u>TOTAL COSTS AND RESOURCES:</u>	<u>\$ 1,019,651</u>	<u>\$ 1,019,651</u>	<u>\$ 663,245</u>	<u>\$ 356,406</u>
<u>C-1410.2: Staff Salaries</u>	297,589	297,589	-	297,589
Department of City Planning	108,582	108,582	-	108,582
Mayor's Office	6,480	6,480	-	6,480
Department of Public Works	28,713	28,713	-	28,713
Department of Public Health	106,108	106,108	-	106,108
Fire Department	41,706	41,706	-	41,706
Department of Public Welfare	6,000	6,000	-	6,000
<u>C-1410.7: City Contributions to Employee Benefit Funds</u>	<u>26,036</u>	<u>26,036</u>	-	<u>26,036</u>
<u>C-1410.91: Travel</u>	<u>4,701</u>	<u>4,701</u>	<u>1,150</u>	<u>3,551</u>
<u>a. Project Administration and Liaison</u>				
Local and Metropolitan Area	350	350	-	350
Outside Metropolitan Area	1,150	1,150	1,150	-
<u>b. Field Surveys Within City</u>				
Department of City Planning	375	375	-	375
Department of Public Works	720	720	-	720
Department of Public Health	2,106	2,106	-	2,106
<u>C-1410.92: Reproduction</u> (See also below, C-1430)	850	850	-	850
<u>C-1410.93: Other Administration Services</u>	<u>24,280</u>	<u>24,280</u>	<u>23,400</u>	<u>880</u>
1. <u>Overhead:</u>	<u>880</u>	<u>880</u>	-	<u>880</u>
Materials and Supplies	880	880	-	880

(Section CR 141)

PROJECT BUDGET

BUDGET ITEM	Total Project Costs	Total Re- sources	Federal Grant	Local Grants
<u>C-1410.93: Other Administrative Services (continued)</u>				
2. Salaries of Accountant and Clerk to maintain project- fiscal records	\$ 23,400	\$ 23,400	\$ 23,400	-
<u>C-1430: Contract Services:</u>	<u>557,500</u>	<u>557,500</u>	<u>530,000</u>	<u>27,500</u>
1. <u>Consultant</u>	<u>520,000</u>	<u>520,000</u>	<u>505,000</u>	<u>15,000*</u>
Phase I Research Design	80,000	80,000	80,000	-
Phase II Data Collection and Special Studies	210,000	210,000	195,000	15,000*
Phase III Design and Construc- tion of Urban Renewal Models	80,000	80,000	80,000	-
Phase IV Programming Urban Renewal Action	95,000	95,000	95,000	-
Phase V Preparation of Final Report	50,000	50,000	50,000	-
Phase VI Report Submission Period	5,000	5,000	5,000	-
2. <u>Special Study of Neighbor- hood Organization and Re- newal Impact</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	-
3. <u>Downtown Plan</u>	12,500	12,500	-	12,500
<u>C-1460a: Other Costs</u>	<u>16,000</u>	<u>16,000</u>	<u>16,000</u>	-
Purchase of 1960 Census Computer Tapes	1,000	1,000	1,000	-
Fees for Special Tabulations of Census Data by Bureau of the Census	15,000	15,000	15,000	-

(*NOTE: Cash Grant from Housing Authority.
See explanation under Section IX, "Local Cash Contribution"
in Section CR 142)

(Section CR 141)

PROJECT BUDGET

BUDGET ITEM	Total Project Costs	Total Resources	Federal Grant	Local Grants
Local Cash Grant	-	<u>(\$15,000)</u>	-	<u>(\$15,000)</u>

Housing authority of the City and
County of San Francisco (See
above, C-1430, "Contract Services")

<u>Contingencies</u>	\$ 92,695	\$ 92,695	\$92,695	-
(Not more than 10 per cent)				

NOTE: It should be noted that the Federal grant of \$663,245 requested is less than what could be authorized if the Federal grant were twice the local grants in aid. The budget has been established solely on the basis of the needs of the project as presently planned.

This is shown in detail below:

<u>Total Project Costs</u>		\$1,019,651
Proposed Federal Grant	(65%)	663,245
Local Grants	(35%)	<u>\$356,406</u>
Cash grant		(15,000)
Non-cash grants		(341,406)
Limits of Federal Grant if twice local grants		712,812
Federal Grant Requested		663,245

STATEMENTS IN SUPPORT OF BUDGET ESTIMATES

(Section CR 142)

I. GENERAL

As has been described above in Section CR 121, it is expected that the Community Renewal Program undertaking will be a 26-month project. As set forth in Section CR 121, over-all general responsibility for the preparation of the Community Renewal Program will be assumed by the Department of City Planning as the Local Public Agency representing the City and County of San Francisco. The Department of City Planning will contract with a private consultant for the planning and execution of the major part of the research and the preparation of a recommended Community Renewal Program based thereon.

Personnel of the departments and agencies of the City and County will participate in administration, coordination and liaison activities, as well as directly in data reconnaissance, data collection and analysis, and staff studies, with general technical guidance being provided by the consultant through the Director of Planning and heads of departments and agencies involved.

Below, on pages 5 - 16 of this section of the application, under the heading "Staff Salaries, C-1410.2" the general activities of departmental personnel who will be working on the Community Renewal Program are described, and on Pages 17 through 22 schedules of salaries for the 26-month period to be credited to

(CR 142)

the program as non-cash local contributions are listed.

In the "Description of Proposed Activities and Proposed Work Program" outlined above in Section CR 121 certain parts will involve extensive participation by departmental personnel in collection and tabulation of data under the technical guidance of the consultant, as well as the undertaking of special projects as listed above in Section CR 121. This participation by departmental personnel will be primarily concerned with the following sections of the "Detailed Description of Work Program" as set forth above on Pages 8 through 19 of Section CR 121 of this application:

Phase I. - Section 1, "Existing Data Reconnaissance"

All personnel listed in the schedules below from the Departments of City Planning, Public Works, Public Health and Public Welfare (except those primarily involved in administrative or liaison capacities) as well as city personnel from other departments, will be involved in the data reconnaissance and searches of files and records.

Phase II:- Section 1a, "Building and Environmental Conditions Data":

This will include:

1. Fire Department personnel participation primarily through the Fire Hazard and Safety Survey; (expanded to include urban renewal questions);

2. Data obtained from the multiple dwelling survey of the Department of Public Health;

Phase II: - Section 1a, "Building and Environmental Conditions Data": (Cont'd.)

3. Field and office survey work by the Department of City Planning in its studies of land use data, its planning area studies and data on the capital improvement program;

4. Field survey data obtained by the Department of Public Works in conservation area surveys;

5. Data on traffic volumes, origins and destinations of daily trips, to be obtained from the Traffic Engineering Division, City Engineer's Office, Department of Public Works.

Phase II: - Section 1c, "Occupants and Users Data":

Various departmental personnel will assist the consultant in this phase of the work, particularly in regard to carrying out surveys and collecting data relating to user decisions with respect to characteristics of residential, commercial and industrial structures, as to type, structure and location.

Phase II: - Section 1d, "Urban Design in the Renewal Process":

Personnel of the Department of City Planning will assist in this study, as well as the staff of the Redevelopment Agency.

Phase II: - Section 2a, "Organization and Administration":

General assistance and collaboration will be provided here by personnel of various City agencies.

Phase II: - Section 2b, "relocation":

Personnel of the Departments of City Planning, Public Works, Public Health, Public Welfare and the Redevelopment Agency will assist materially on this aspect of the project.

Phase II Section 2c, "Land-Use Planning":

This part of the project will be the specific responsibility of the Department of City Planning using its own personnel, but with general assistance from other city personnel and from the consultant staffs.

Phase II Section 2d, "Neighborhood Organization and Renewal Impact Studies":

City personnel will provide assistance, guidance and liaison for this special project to be undertaken by a special research group, with additional assistance by the Department of Public Welfare in collaboration with the United Community Fund staff.

In the remaining parts of the study, (Phases III-Design and Construction of Urban Renewal Model's , Phase IV-Programming Urban Renewal Action, Phase V-Preparation of Final Report (4 months) and Phase VI-Submission of Final Report (2 months), departmental participation will be more of a collaborative nature in participation in the structuring of the research programs and in the evaluation of preliminary findings, and will concern primarily (see above) the administrative and liaison personnel, including the Senior City Planners, the Project Manager, the Urban Renewal Analyst, the Food and environmental Health Inspector assigned to spend full time in the C.R.P., and the Mayor's Executive Assistant.

II. STAFF SALARIES (C-1410.2):

The work to be undertaken by City Personnel which represents Item Number C-1410.2 in the Community Renewal Program Budget (CR 141), is primarily concerned with:

1. The general administration of the program and its coordination, including liaison with the consultant and other participating non-city personnel, liaison with advisory groups, and participation in the structuring of the studies, the development of research techniques and theoretical bases.

2. Data reconnaissance and the collection and analysis of data from existing records and field sources.

These items are described in greater detail as follows:

1. Administration, Coordination, Liaison: (.26 Months)

a. Department of City Planning

The Director of Planning and the Assistant Director of Planning will spend at least one-fourth of their time, on the average, for the entire period on the administration and coordination of the total Community Renewal Program project, involving participation by a large staff of City personnel and a large consulting staff.

The Senior City Planner in charge of the Transportation and Research Section will spend one-quarter of his time for the first eighteen months and one-half of his time for the subsequent eight months on administration and coordination.

One Assistant City Planner will be assigned to spend full time, as Project Manager on the project, and as control

liaison man for day-to-day dealings with the consultants and City personnel occupied in the Community Renewal Program project. He will also act in a liaison capacity on research techniques, and will participate in formulating the theoretical bases underlying the research and in developing the research methods and techniques.

Administrative, clerical and drafting services in the development of charts, maps, graphs, and illustrative material needed will be accomplished by assignment of a Clerk-Stenographer (full time), a Senior City Planning Draftsman (one-fourth time) for 24 months, and a City Planning Draftsman (full time) for 24 months, from the staff of the Department of City Planning.

Mayor's Office

At least one-fourth of the time of the Executive Assistant, Urban Renewal and Redevelopment, in the Mayor's office, will be spent on matters relating to the project, during the entire 26 months, and he will be concerned with the coordination of the programs of City agencies involved in the Community Renewal Program, and with liaison with the Mayor, the Board of Supervisors, other public agencies and citizens groups interested in the Program.

2. Data Reconnaissance, Collection and Analysis (18 months):

a. Department of City Planning

The Senior City Planner (Transportation and Research) mentioned above under (1) will also devote at least one-fourth

of his time on liaison on matters concerning 1960 Census data, data on transit, transportation, and traffic, and data on the growth and development of the metropolitan area, which will be needed in the survey. On this he will be assisted by an Associate City Planner (one-third time) and an Assistant City Planner (one-half time).

The Senior City Planner in charge of the Land Planning and Urban Renewal Section of the Planning Division will spend half of his time on matters related to the program, including supervision of land-use analysis and neighborhood and area planning aspects of the City's part of the work. He will provide liaison and assistance in the study of urban design in the renewal process, as well as direction of the work of architectural consultants and departmental staff members on the Downtown Plan project and coordination with the CRP consultants on the analysis of industrial property obsolescence and use potential. In these activities he will be assisted by an Assistant City Planner (half-time).

The Senior City Planner in charge of the Referrals and Community Facilities section of the Planning Division will spend one-sixth of her time on studies relating to the integration of the Capital Improvement Program and the Capital Budget into the Community Renewal Program, being assisted in this by an Associate City Planner (one-fourth time).

b. Department of Public Works:

The Urban Renewal Analyst, who is head of the Urban Renewal Division of the Bureau of Building Inspection, Department of Public Works will spend an estimated one-third of his time on matters relating to the project, such as assistance in the development of blight indicators, structuring of field surveys, assistance in arranging for obtaining data on structural conditions from building permit records, code enforcement records, and records from designated City Conservation Areas, and advice on how data on structures can be filed and processed for easier tabulation for maintaining current data indicators.

In the coordinated area inspection work undertaken by the Urban Renewal Division of the Bureau of Building Inspection, Department of Public Works, in designated City Conservation Areas, an opportunity exists to obtain detailed information on structural conditions in a house-by-house and block-by-block basis for certain areas of the City (which are selected as being deteriorating, but salvable by concentrated code enforcement measures, and for the most part not in need of clearance or condemnation actions). This information will be obtained on questionnaires comparable to those to be used in the Fire Hazards and Safety Survey, and in the Department of Public Health multiple-dwelling Survey (see below), both of which will not be undertaken in designated conservation areas and the information will be combined with other field data collected by City personnel, as well as with sample surveys conducted by the consultants and

with analyses of 1960 Census information to provide a picture of city-wide housing structural conditions.

It is estimated by the Urban Renewal Division that approximately one-twelfth of the time of its twelve Urban Renewal Inspectors will be needed to develop such information, not now formally compiled and tabulated or an average of one man-month per month. (Urban Renewal Inspector).

One-half the time of an Assistant Engineer I, Civil, and one-half the time of a Civil Engineering Draftsman, both in the Traffic Engineering Division, City Engineer's Office, Department of Public Works, will be utilized in the program for the 18-month data collection and analysis period. Information on volumes of traffic, origins and destinations of daily traffic and transit trips into and within the city, and future projections of these, along with data on existing and possible future time-distances of properties from central business and employment areas will be utilized by the consultant and the project staff in evaluating values of properties and existing and future demands for these properties for various alternative uses as may be studied from the standpoint of optimum re-use in an urban renewal program.

c. Department of Public Health:

A Food and Environmental Health Inspector with an adequate background of experience in field survey and statistical methods will be assigned from the Bureau of Sanitation and Housing Inspection to work full time on assistance in structuring the research aspects of the Program, as well as structuring field surveys to

measure blight, give assistance in development and evaluation of records, and data concerning occupancy, health conditions and health hazards which relate to blight, relocation and other urban renewal matters. He will also give advice and guidance as to how health data can be handled and processed for maintaining current data indicators. This staff member will be assigned for a period of 24 months to the project. One-quarter of the time of an additional Food and Environmental Health Inspector will likewise be allocated for these purposes and would be credited as a non-cash contribution for 24 months.

One-quarter of the time of the Department of Public Health Statistician will be credited for a period of 18 months to the project. Considerable utilization will be made of existing records on vital statistics, incidence of diseases by area and other information now collected, processed and analyzed by the Department of Public Health.

Survey of Multiple-Dwelling Units

The Bureau of Sanitation and Housing Inspection of the Department of Public Health conducts a survey of all apartment buildings containing three or more dwelling units and all hotels and rooming houses containing six or more guest rooms. Such quarters now require a Permit of Occupancy if residential occupancy is to be permitted. Schedule of items to be checked for eligibility of the permit of occupancy include conditions relating to:

- Refuse and debris accumulation;
- Arrangements for garbage;
- Cleanliness, sanitation, cockroaches, rodents;

Violations of housing code:

(room size, ceiling height,
window area, cooking and sleeping in
same room, overcrowding, insufficient
toilets and baths, yard areas, court
size, means of egress, plumbing);

Violations of fire and electrical code:

(fireproofing, ventilation, gas appliances,
wiring);

Violations of zoning code.

In 1962, the Bureau will institute a program where a "check-list Notice" of non-compliance is sent the property owner where conditions are found to be in violation of one of the city codes, with the general category of violation indicated, and with a notice that a Permit of Occupancy will not be issued until corrective action has been taken, and indicating that a building permit should be applied for to correct conditions found. Where the property is eligible for a permit of occupancy, no formal record is made, nor is a notice sent to the property owner.

In the Community Renewal Program, the above survey will be expanded to include the filling out of an additional checklist form by the inspectors for properties, whether qualifying for the Permit of Occupancy or not, which forms can provide the basis of tabulation of essential indicators on general blight conditions for each property and for neighborhoods as a whole.

The Community Renewal Survey form will be similar to that to be employed in the Fire Hazards and Safety Survey (which will cover primarily single family homes and duplexes - see below) and information to be recorded for analysis and tabulation will include data on:

Housing Type, and number of dwelling units;
Vacancy, occupancy, and overcrowding;
Violations of code, if present, (as per checklist);
Structural defects (sagging, buckling, deflection,
separation, etc.);
Superficial deterioration (handrails, paint,
plaster, loose brick, broken windows, etc.)
Evidence of illegal conversions.

It is necessary to obtain this data for apartment houses and hotels to get proper coverage of the city in the obtaining of blight-indicator data.

d. Department of Public Welfare:

The Department of Public Welfare will provide one-fourth of the time of various social workers, statisticians, and other clerical help to an amount equal to \$6,000 of staff time creditable to C.R.P. activities, for the 18-month period. This personnel will assist in providing analyses of records of cases relating to housing conditions, blight, and other problems directly affecting urban renewal programming.

e. Fire Department:

The major non-cash local contribution of the Fire Department will be the Survey of Fire Hazards and Safety which will be undertaken by firemen and officers of the Department, commencing in the late spring or early summer of 1962. Objectives will be two-fold: (a) uncovering and gathering data on common fire hazards, and providing instruction in their prevention; (b) gathering information on structures relating to occupancy and deterioration that will be of benefit to the Community Renewal Program, on a city-wide basis.

City-wide in scope, the survey will involve the assignment of two fire companies per district in each of the City's eleven fire

districts to spend two hours per day during the day shift on survey work, either between 9:30 and 11:30 a.m. or between 1:30 and 3:30 p.m. Each fire company consists of a Captain or Lieutenant and four firemen.

Details of the Fire Hazards and Safety Survey (12 months):

a. Estimated Cost of the Survey:

The basic cost of the Fire Hazard and Safety Survey will be that of personnel assigned, computed at per hour rates for the estimated number of man-hours for which survey duty will be scheduled.

Since testing and training phases of the new two-way radio communication system may not be completed until the summer of 1962 and the survey cannot begin until the system is in operation, the length of time for which non-cash local contribution credit is claimed has conservatively been set at twelve months rather than eighteen months. (The amount of time scheduled for Phase II, the data-gathering phase of the Program - see above Section CR 121).

San Francisco Fire Department officers and firemen are on duty an average of eight hours per day seven days per week, although this is spread in a duty pattern of 24 hours on duty (a "day shift" of 10 hours, 8:00 a.m. to 6:00 p.m., and a "night shift" of 14 hours, 6:00 p.m. to 8:00 a.m.), followed by a 48-hour off-duty period; or 24 hours of duty for every three-day period.

Based on total duty hours per year, computed hourly compensation rates are as follows:

COMPUTED HOURLY SALARY RATES OF OFFICERS AND FIREMEN

Rank	Annual Salary	Duty Hours Per year	Computed Hourly Rate
Battalion Chief	\$ 12,240	2,920 Hours	\$ 4.19
Captain	9,624	2,920 "	3.30
Lieutenant	9,180	2,920 "	3.14
Firemen	7,692	2,920 "	2.63
Average for Captains and Lieut- enants	9,402	2,920 "	3.22

The survey would be undertaken:

1. Only between 9:30 and 11:30 a.m., and between 1:30 and 3:30 p.m., (each company being on survey either in the morning or the afternoon for a total of not more than two hours per survey day);
2. Only on week days;
3. Only when favorable weather, training schedules and lack of emergency conditions or necessity for standby duties permit;
4. By two companies in each of the eleven fire districts in the City each survey day.

Excluding Saturdays, Sundays, and legal holidays, there remain 250 survey days per year, and it is estimated by Fire Department officials that about 200 days per year per company would be utilized for survey duty, the other 50 days being unavailable because of weather, training or emergency conditions.

Total costs per survey day would be \$604.56 for 22 fire companies at two hours per day survey duty, as is explained below:

ESTIMATED COSTS OF FIRE HAZARDS AND SAFETY
SURVEY PER SURVEY DAY

	<u>FOR ONE FIRE COMPANY</u>	<u>FOR ONE FIRE DISTRICT</u>	<u>FOR ALL ELEVEN FIRE DISTRICTS</u>
Number of Fire Companies on Survey Duty per Survey Day	1	2	22
Number of Personnel Involved:			
Officers (Captain or Lieutenant)	1	2	22
Firemen	4	8	88
TOTAL	<u>5</u>	<u>10</u>	<u>110</u>
Personnel Costs per Survey Day:			
Officers: 2 Hrs. @ Average of \$3.22 per hr.	\$ 6.44	\$ 12.88	\$ 141.68
Firemen: 8 Hrs. @ Average of \$2.63 per hr.	21.04	42.08	462.88
TOTAL	<u>\$ 27.48</u>	<u>\$ 54.96</u>	<u>\$ 604.56</u>

b. Scope of Survey, questions, forms proposed:

Firemen would record structural and occupancy characteristics evident from a visual examination. These characteristics are symptomatic of the general underlying conditions of soundness and deterioration.

As part of the Fire Hazards and Safety Survey, items concerning storage of flammables, careless arrangements for smoking and use of matches, unsafe heating and cooking arrangements, and general house-keeping (such as accumulation of trash or blocking of exits) will be noted.

Urban renewal items will include those relating to type of structure, number of dwelling units, number of vacancies, and basic structural defects apparent, as well as superficial deterioration as revealed by items indicating poor maintenance.

Fire Department officials expect that greatest survey coverage, reaching each dwelling unit and each householder, will occur in the areas with predominantly single-family homes. With respect to multiple dwelling structures, the survey will be largely confined to public areas.

As a credit for a local non-cash contribution to the C.R.P., it is felt that a pro-ration of $33\frac{1}{3}$ percent of the cost of the survey is fully justified. Certain of the conditions noted as fire hazards are direct reflections of deterioration and others are indicative of this as generally accompanying deterioration. The data on structural conditions directly reflect incipient or existing deterioration.

Where, for some reason, it may not be possible for the firemen to gain admittance into a structure, such conditions as may be noted from the exterior of the structure can provide evidence of both internal and external conditions.

C-1410.2 STAFF SALARIES

SCHEDULE OF COSTS OF SALARIED PERSONNEL OF CITY DEPARTMENTS
TO BE CREDITED AS NON-CASH LOCAL CONTRIBUTIONS TO THE COMMUNITY
RENEWAL PROGRAM PROJECT

C.R.P. ACTIVITIES AND JOB TITLE	Pay Rate per Month	Per Cent Time on C.R.P.	Monthly Rate, Local Non-Cash Contribution	Number of Months on C. R. P.	Total, Local Non-Cash Contribution
<u>TOTAL FOR ALL CITY DEPARTMENTS:</u>					<u>\$ 297,589</u>
<u>Total, Department of City Planning</u>					<u>108,582</u>
(a) <u>Administration, Coordination, Research:</u>					
Director of Planning	1666 \$1,586	25%	\$396.50	26*	10,309
Asst. Director of Planning	1,126	25%	281.50	26*	7,319
Senior City Planner (Transportation & Research)					
First 18 months	950	25%	237.50	18	4,275
Subsequent 8 months	950	50%	475.00	8*	3,800
Assistant City Planner (Project Manager and Research liaison)					
Period of Project	676	100%	676.00	24	16,224
Report Submission Period	676	50%	338.00	2*	676

(CR 142)

C - 1410.2 STAFF SALARIES (Continued)

C.R.P. ACTIVITIES AND JOB TITLE	Pay Rate Per Month	Per Cent Time on C.R.P.	Monthly Rate, Local Non-Cash Contribution	Number of Months on C.R.P.	Total, Local Non-Cash Contribution
(b) <u>Graphics, Administrative, Clerical:</u>					
Senior City Planning Draftsman	\$ 673 728	25%	\$ 168.25	24	\$ 4,038
City Planning Draftsman	613 660	100%	613.00	24	14,712
Clerk-Stenographer					
Period of Project	447	100%	447.00	24	10,728
Report Submission Period	447	50%	223.50	2*	447
(c) <u>Data Reconnaissance, Research</u> <u>Staff Studies</u>					
(1) <u>Transportation, Traffic, Census Data:</u>					
Senior City Planner (Trans- portation and Research)	950 997	25%	237.50	18	4,275
Associate City Planner	782 842	33-1/3%	260.67	18	4,692
Assistant City Planner	676 710	50%	338.00	18	6,084
(2) <u>Land Use, Neighborhood, Down- town and Industrial Studies:</u>					
Senior City Planner (Land Planning and Urban Renewal)	950 997	50%	475.00	18	8,550
Assistant City Planner	676 710	50%	338.00	18	6,084
*NOTE: Includes two months report submission period after completion of project while approval by Board of Supervisors and H.H.F.A. is pending.					
					(CR 142)

C-1410.2 STAFF SALARIES (Continued)

C.R.P. ACTIVITIES AND JOB TITLE	Pay Rate per Month	Per Cent Time on C.R.P.	Monthly Rate, Local Non-Cash Contribution	Number of Months on C.R.P.	Total, local Non-Cash Contribution
(3) <u>Community Facilities and Capital Improvement Program</u>					
Senior City Planner (Referrals and Community Facilities)	\$ 950 ⁹⁹⁷	16-2/3%	\$ 158.33	18	\$ 2,850
Associate City Planner	782 ⁸⁴²	25%	195.50	18	3,519
<u>TOTAL, MAYOR'S OFFICE:</u>					<u>6,480</u>
(a) <u>Administration, Coordination, Liaison:</u>					
Executive Assistant, for Urban Renewal, Redevelopment	¹⁰⁴⁶ 997	25%	249.25	26*	6,480
<u>TOTAL, DEPARTMENT OF PUBLIC WORKS:</u>					<u>28,713</u>
(a) <u>Data Reconnaissance, Research, Staff Studies</u>					
Urban Renewal Analyst	821 ⁸⁴⁴	33-1/3%	273.67	18	4,926
Assistant Engineer I, Civil(Traffic)	644 ⁷⁸²	50%	322.00	18	5,796
Civil Engineering Draftsman	599 ⁶⁴⁴	50%	299.50	18	5,391
(b) <u>Field Survey (Conservation Areas)</u>					
Urban Renewal Inspectors (1/12th Time of 12 Inspectors)	(700) 8,400	8-1/3%	700.00	18	12,600
	²⁷⁸⁸		^{815.15}		

(CR 142)

C-1410.2 - STAFF SALARIES (Continued)

C.R.P. ACTIVITIES AND JOB TITLE	Pay Rate per Month	Per Cent Time on C.R.P.	Monthly Rate Local Non-Cash Contribution	Number of Months on C.R.P.	Total, Local Non-Cash Contribution
<u>TOTAL, DEPARTMENT OF PUBLIC HEALTH:</u>					<u>\$ 106,108</u>
(a) <u>Data Reconnaissance, Research, Staff Studies, Liaison</u>					
Food and Environmental Health Inspector	676 ⁷⁴⁵	100%	676.00	24	16,224
Food and Environmental Health Inspector	676 ⁷⁴⁵	25%	169.00	24	4,056
Statistician	628 ⁵⁴³	25%	157.00	18	2,826
(b) <u>Field Survey</u>				18	<u>(83,002)</u>
Dwelling Units, Apartments, Hotels and Rooming House Survey					
NOTE: 32 percent of the staff-time of the Bureau of Sanitation and Hous- ing Inspection will be spent on this survey and 1/3rd of this time will be spent to obtain data for the C.R.P.: thus 10% of personnel time is to be credited to C.R.P.					
Principal Food and Environmental Health Inspectors	(3 @ 802) ³⁰⁵ (1 @ 764) ³⁰⁵ 3,170	10%	317.00	18	5,706
Senior Food and Environmental Health Inspectors	(2 @ 710) ⁸²⁴ (2 @ 745) ⁸²⁴ 2,910	10%	291.00	18	5,238
					(CR 142)

C-1410.2 - STAFF SALARIES (Continued)

C.R.P. ACTIVITIES AND JOB TITLE	Pay Rate Per Month	Per Cent Time on C.R.P.	Monthly Rate Local Non-Cash Contribution	Number of Months on C.R.P.	Total, Local Non-Cash Contribution
<u>TOTAL, DEPARTMENT OF PUBLIC HEALTH:</u> (Continued)					
Food and Environmental Health Inspectors Clerk-Stenographers	(30 @ 676) (27 @ 613) 36,831 (1 @ 530) 4 (5 @ 447) (1 @ 436) 3,201	10% 488 469 481 556	3,683.10 320.10	18 18	66,296 5,762
<u>TOTAL, FIRE DEPARTMENT</u>					\$ <u>41,706</u>
(a) Field Survey, Fire Hazards and Safety and Urban Renewal Survey					
Survey by 22 Fire Companies in 11 Districts throughout City, average of 2 hrs. per day for an estimated 200 days in 12 months	Cost per day: 604.56	33-1/3%	Cost per day: 201.52	200 days	40,304
Tabulation of Field Reports (one Fireman, 8 hrs. per day for 200 days)	Cost per day: 21.04	33-1/3%	Cost per day: 7.01	200 days	1,402
					(CR 142)

1,716.7.

C-1410.2 - STAFF SALARIES (Continued)

C.R.P. ACTIVITIES AND JOB TITLE	Pay Rate Per Month	Per Cent Time on C.R.P.	Monthly Rate Local Non-Cash Contribution	Number of Months On C.R.P.	Total, Local Non-Cash Contribution
<u>TOTAL, DEPARTMENT OF PUBLIC WELFARE:</u> The Director of Public Welfare has agreed to furnish staff time of case workers, file clerks, statisticians, etc., for approximately one-quarter of the time of persons with salaries totaling approximately \$24,000 for the 18-month period.		25%	Variable	18	\$ <u>6,000</u>

III. EMPLOYEE BENEFIT CONTRIBUTIONS (C-1410.7)

The City and County of San Francisco makes contribution to the City Employees' Retirement Fund, the Firemen's Retirement Fund and to the Health Service System, a comprehensive health insurance plan to which all city employees are required to belong.

Contributions for employee benefits amount to, on the average, approximately 7.6 per cent of the employees' salaries. Different rates apply to firemen and policemen and city contributions to the Firemen's Retirement Fund and to the Health Service System amount to, on the average, approximately 15.8 per cent.

Shown on the accompanying table are computations of employee benefit payments made by the City as credited to the Community Renewal Program project.

C-1410.7

EMPLOYEE BENEFIT CONTRIBUTIONS
MADE BY THE CITY

CITY DEPARTMENT	Salaries, Non-Cash Local Contributions	Average Rate of City Contributions	Contributions to Em- ployee Benefit Funds by City
<u>Totals, Salaries and Con- tributions to Funds</u>	\$ <u>297,589</u>		\$ <u>26,036</u>
Department of City Planning	108,582	7.6%	8,252
Mayor's Office	6,480	7.6%	492
Department of Public Works	28,713	7.6%	2,182
Department of Public Health	106,108	7.6%	8,064
Fire Department	41,706	15.8%	6,590
Department of Public Welfare	6,000	7.6%	456

IV. TRAVEL (C-1410.91):

Travel expenses for the C.R.P. fall into three categories:

1. Travel within the city and metropolitan area for liaison and administrative project staff members (city personnel);
2. Travel outside the metropolitan area for liaison and administrative project staff members (city personnel);
3. Field travel within the city for city staff members engaged in data collection and survey activities credited to the C.R.P. on a pro-rata basis.

Liaison-Administrative Travel Within City and Metropolitan Area:

It is estimated that trips totaling an average of 150 miles per month (or approximately 3,900 miles for the 26-month project) will be undertaken by members of the City Staff for meetings with advisory committees, consultation with university and research groups and meetings with citizen and neighborhood groups.

An estimate based on an average rate of ten cents a mile gives a figure of \$390; the actual per mile rate would in practice vary between use of public transit (particularly for trips within the Central Business District), use of employees' automobiles (at ten cents per mile) and use of city-owned automobiles, where only pro-rata share of operating expenses would be claimed. To reflect these savings, the budget estimate is set at \$350.

Liaison-Administrative Travel Outside the Metropolitan Area

An estimate of \$1,150 for travel outside the metropolitan area for liaison-administrative city staff members reflects the

need for travel:

1. To confer with officials in other cities which have C.R.P. programs under way;
2. To confer with H.H.F.A. officials in Washington if the need arises.

It is assumed that this budget should be flexible, but that expenditure should be incurred only where the need for such travel was clearly demonstrable in terms of the overall benefits to the progress of the C.R.P. The proposed allowance is based on an estimate of one trip to points within the Western States and two trips to mid-Western or Eastern cities (including Washington, D. C., if necessary) for the 26-month period.

Field Surveys and Data Collection

Pro-rata local travel expenses of project staff involved in data collection and survey work will involve the Department of City Planning in its planning area studies and its other field survey work, the Department of Public Works (Bureau of Building Inspection, Urban Renewal Division) in its conservation area surveys, and the Department of Public Health (Bureau of Sanitation and Housing Inspection) in its survey of apartments, hotels and rooming houses.

a. Department of City Planning

Based on the 1961-62 approved departmental budget, approximately \$1,000 was to be spent by the Department of City Planning on local travel for the fiscal year, including maintenance and operating expenses of one city-owned automobile, local

transit fares, and mileage expenses for use of employees' cars. It is estimated that at least one-fourth of this amount will be needed for field trips necessary for the planning area studies and miscellaneous field work related to the C.R.P. For 18 months, this would amount to \$375.

b. Department of Public Works

Since one-twelfth of the time of the twelve Urban Renewal Inspectors involved in conservation area studies will be credited to the C.R.P., the average local travel allowance proportionate to this will also be credited. Departmental records show that an average mileage allowance of over \$40.00 per month per Urban Renewal Inspector is incurred for field trips on the conservation area surveys. For eighteen months at \$40.00 per month, this would amount to \$720.

c. Department of Public Health

The Bureau of Sanitation and Housing Inspection spends an average of \$1,170 per month for daily travel within the city by its inspectors (\$40 per month for 14 inspectors using personnel-owned autos, \$10 per month for 35 using public transit, and \$20 per month operating and maintenance costs for 13 using city-owned automobiles). It is estimated that 10 per cent of the time of the Bureau's personnel (See "II, Staff Salaries" above) can be credited to the Community Renewal Program. The Bureau's travel fund creditable would amount to \$117 per month or \$2,106 for the 18 month data analysis period.

IV

TRAVEL (C-1410.91)

Type Travel and Bases of Estimates	Time Period	Amount
<u>Total Travel Budget for C.R.P.:</u>	<u>26 Months</u>	\$ <u>4,701</u>
1. <u>Travel within City and Metropolitan Area, Liaison and Administration</u>	<u>26 Months</u>	\$ <u>350</u>
150 miles per month (Total 3,900 miles) at ten cents per mile for personally-owned automobiles or lesser rates for use of public transit and use of city-owned autos;		
For meetings, consultations, conferences.		
2. <u>Travel Outside Metropolitan Area, Liaison and Administration</u>	<u>26 Months</u>	\$ <u>1,150</u>
Three trips to Western, Mid-western or Eastern cities for conferring with officials of other cities on C.R.P. programs or with H.H.F.A. officials in Washington, D.C.		\$ 1,150
3. <u>Field Travel within City for Data gathering and Surveys</u>	<u>18 Months</u>	\$ <u>3,201</u>
a. <u>Department of City Planning</u>	<u>18 Months</u>	\$ <u>375</u>
One-fourth of estimated 18-month budget for use of personally-owned autos, public transit fares and maintenance and operating expenses of city-owned automobiles.		
For: Planning Area Studies; and other field work related to C.R.P.		

Type Travel and Bases of Estimates	Time Period	Amount
b. <u>Department of Public Works</u> Average of \$40 per month allowance for one Urban Renewal Inspector for use of personally-owned auto.	18 Months	\$ <u>720</u>
c. <u>Department of Public Health</u> (Bureau of Sanitation and Housing Inspectors) 10% of total travel allowances of Bureau Inspectors: (1) At \$40 per month average for use of personally-owned autos (14); (2) At \$10 per month average for use of public transit (35); (3) At \$20 per month average for maintenance and operating costs of city-owned automobiles (13); - \$ 117 per month average	<u>18 Months</u>	<u>\$2,106</u>

V.

REPRODUCTION AND REPORTS

(\$850)

It is estimated that \$850 can be credited as a local non-cash contribution to this budget item from amounts budgeted for this purpose by the Department of City Planning. This is an estimate of the actual reproduction expenses (forms, working maps, charts, tables, departmental interim reports, etc.) that will be directly related to the Community Renewal Program.

The costs of printing or duplicating the final report of the Community Renewal Program, as well as special reports covering methods and techniques used in this project, and preliminary and progress reports, will be borne by the consultants as a part of their contract fees.

VI. OTHER ADMINISTRATIVE COSTS (C-1410.93) (\$880)

1. Overhead Costs

It is estimated that the cost of materials and supplies that will be used directly in Community Renewal Program activities in the Department of City Planning, which, as the Local Public Agency, will be administering the Community Renewal Program, will be \$880 for the 26-month period.

Budget Item Overhead for Department of City Planning	Approved 1961-62 Budget for Department	Estimated for 26 Months for Department	Estimated Expenditure for C.R.P.
<u>Total, Overhead</u>	<u>\$ 2,800</u>	<u>\$ 6,067</u>	<u>\$ 880</u>
<u>Materials and Supplies</u>	<u>\$ 2,800</u>	<u>\$ 6,067</u>	<u>\$ 880</u>

(Not including transportation)

VI.

OTHER ADMINISTRATIVE COSTS (Continued)

2. Salaries of Accountant and of Clerk to maintain (\$23,400)
Community Renewal Program Records for 26 months

An accountant, assisted by a general clerk-typist will be necessary to devise, process and analyze forms and records to be utilized for the entire fiscal record-keeping aspect of the Community Renewal Program for the entire life of the project, including the two-months' Report Submission Period (Phase VI) following the completion of the report at the 24th month.

It will be a full-time job for these two people to record the time records and other source material concerning non-cash grants, handle the accounting as required by H.H.F.A. regulations and develop the accounting reports, records and files required by fiscal procedures of the City and County and the H.H.F.A. and balance the books on the whole project.

The persons to be employed would be employed by the Department of City Planning as temporary personnel or a work-order arrangement would be developed for utilization of employees in the Office of the Controller of the City and County. Details are as follows:

PERSONNEL TO MAINTAIN C.R.P. FISCAL RECORDS			
C.R.P. Activity and Job Title	Rate of Pay Per Month	Per Cent Time on C.R.P. Activities	Total for 26 Months
Maintaining fiscal records, compiling information needed for them. Making out fiscal reports required by the City and County and by H.H.F.A.			
Accountant I	\$500	100%	\$13,000
General Clerk-Typist	400	100%	10,400
TOTAL			\$23,400

VII.

CONTRACT SERVICES (C-1430):

This item for which \$557,500 is allotted involves expenditures to three consulting groups, each of which will have a contract with the Department of City Planning. The sum will be allocated as follows:

<u>Total Contract Services:</u>	<u>\$557,500</u>
Principal Consultant:	520,000
Special Study of Neighborhood Organization and Renewal Impact	25,000
Downtown Plan (Architectural Design Study - one-half of \$25,000 credited as local non-cash contribution):	12,500

Details concerning these contract services are as follows:

Contract with Principal Consultant:

Attached to this application is a copy of a section of a "Model Third-Party Contract", which has been developed, in workable detail, to show exactly how the consultant, who would carry out the greater part of the work necessary to develop the Community Renewal Program and its related system of data analysis for subsequent decision-making on an up-to-date basis, would proceed in the work of the project (See Exhibit A.)

This work will also be undertaken in accordance with the "Description of Proposed Activities" as detailed above in Section CR 121, with which the Model Third-Party Contract is completely compatible.

Working relationships with the Department of City Planning (as the Local Public Agency) and with other city agencies and private groups involved in the Community Renewal Program, will be as speci-

fied above in Section CR 121 and below in the "Model Third-Party Contract."

A breakdown of the work to be done in each of the six phases of the program as outlined in Section CR 121 and in the Model Third-Party Contract shows the following estimates of how the contract fee with the principal consultant will be expended:

Contract Service with Principal Consultant

<u>Total Fee</u>	\$ <u>520,000</u>
Phase I, Research Design	80,000
Phase II, Data Collection and Special Studies	210,000
Phase III, Design and Construction of Urban Renewal Models	80,000
Phase IV, Programming Urban Renewal Action	95,000
Phase V, Preparation of Final report	50,000
Phase VI, Report Submission Period	5,000

Included in "Phase V" is the cost of printing 1,500 copies of the final report of the Community Renewal Program.

Compensation of the prime consultant will be on a monthly basis with vouchers of actual expenditures made to be presented to the Planning Agency as outlined in Paragraphs 8 & 9 of the "Model Contract" (Appendix "A")

Special Study of Neighborhood Organization and Renewal Impact

This study is described above in Section CR 121, Phase II, Section 2d. This will be contracted for separately with an institutional research agency, probably affiliated with a major university in the metropolitan area. The United Community Fund of San Francisco, which is affiliated with many of the local neighborhood groups that would be involved in this study, has indicated considerable interest in this project and a willingness to participate and make its resources available for it.

Downtown Plan

The Board of Supervisors has approved a special supplementary appropriation for \$25,000 to the Department of City Planning for use in engaging architectural planning consultants to assist in developing a plan for the Central Business District of San Francisco. This Board action was undertaken with the understanding that this plan would be coordinated with and integrated with the Community Renewal Program.

Half of this amount is to be credited as a local non-cash contribution to the Community Renewal Program (\$12,500).

The design consultants will work under the direction of the Department of City Planning in what will be primarily an architectural study of over-all downtown needs from the standpoint of:

- Urban design and esthetics;
- Obsolescence of buildings;
- Need for new construction and demand for new space for office, retail, and other needs;
- Circulation needs and proposed solutions, including surface transit, rapid transit, off-street parking, pedestrian malls;
- Control of building bulks, open spaces, green spaces, sign control.

Related concurrent studies by the staff of the Department of City Planning and the Principal Consultant for the Community Renewal Program, outlined above in Section CR 121, Phase II, Section 1c, will provide bases and analyses of data on property values, structural obsolescence, space needs for various downtown activities, and their patterns of needed proximity and inter-relationship which will be co-

ordinated with and incorporated into the plan developed by the architectural consultants in the Downtown Plan project. This plan will also be closely related to and coordinated with the "Urban Design Aspects of the Renewal Program" section of the Community Renewal Program, outlined above in Section CR 121, Section 1d.

VIII. OTHER COSTS (C-1460a): (\$16,000)

1. Purchase of Computer Tapes for 1960 Census: \$1,000

It will be necessary to purchase from the U. S. Bureau of the Census certain of its computer tapes for 1960 census schedules by census tract, by enumeration district and by block to be able to obtain certain information on population characteristics and housing characteristics which will not be published in the reports of the Bureau of the Census. It is estimated that ten of these will be necessary, at an average cost of \$100 a piece.

2. Fees for Special Tabulations of 1960 Census Data by U. S. Bureau of the Census: \$15,000

To prevent the revealing of private and confidential nature of information gathered in the 1960 Census, individual returns cannot be made available for analysis, cross-tabulations or special tabulations. This can be done by the Bureau of the Census itself by special request and at cost to local governmental agencies. This will provide a means of cross-analysis to go deeper into the land-use pattern than is possible for the published material by tract, enumeration district or block.

The cost of such special tabulations cannot be ascertained until the Bureau can be given the precise jobs to be done and the areas to be covered. It is estimated however, that \$15,000 would be sufficient for this item.

IX.

LOCAL CASH CONTRIBUTION

(\$15,000)

A total of \$15,000 cash contribution will be made to the Community Renewal Program by the Housing Authority of the City and County of San Francisco. This is done by the Authority in the belief that this comprehensive long-range survey of all factors influencing blight would be most helpful to it in its long-range planning to meet the housing needs of low-income groups. The grant would be made available from local non-Federal funds of the Authority.

In the Project Budget, Section CR 141, this sum is shown as being a local cash contribution against the cost of the fee of the principal consultant, and in particular Phase II of the project, ("Data Collection and Special Studies").

SAN FRANCISCO CITY PLANNING COMMISSION

RESOLUTION NO. 5494

AUTHORIZING THE FILING OF AN APPLICATION FOR A FEDERAL GRANT TO ASSIST IN FINANCING THE PREPARATION OF A COMMUNITY RENEWAL PROGRAM.

WHEREAS, Under Title 1 of the Housing Act of 1949, as amended, the Housing and Home Finance Administrator is authorized to make grants for the preparation or completion of Community Renewal Programs; and

WHEREAS, it is desirable and in the public interest that the San Francisco City Planning Commission prepare a Community Renewal Program for the City and County of San Francisco, situated in the State of California; and

WHEREAS, it is recognized that the Federal contract for a grant to assist in the preparation of the Community Renewal Program will require, among other things: (1) that the San Francisco City Planning Commission will prepare the Community Renewal Program with all practicable dispatch; (2) that the Community Renewal Program shall conform to the Master Plan of San Francisco as a whole; (3) the provision of the City and County of San Francisco's share of the cost of preparation of the Community Renewal Program; and (4) other local obligations and responsibilities in connection with the preparation of the Community Renewal Program;

NOW, THEREFORE, BE IT RESOLVED BY THE SAN FRANCISCO CITY PLANNING COMMISSION:

Section 1, That it is full cognizant of the obligations and responsibilities imposed upon it by a Federal contract for a grant to assist it in the preparation of a Community Renewal Program, and it is

the sense of this body that such obligations and responsibilities can and will be fulfilled;

Section 2, That the filing of an application by the San Francisco City Planning Commission for a grant under Title 1 of the Housing Act of 1949, as amended, in an amount not to exceed \$671,760, to assist in the financing of the preparation of a Community Renewal Program for the City and County of San Francisco is hereby authorized and approved, and that the Director of Planning is hereby authorized and directed to execute and file such application with the Housing and Home Finance Administrator, to provide such additional information and to furnish such other documents as may be required by said Administrator, and to act as the authorized representative of the San Francisco City Planning Commission.

I hereby certify that the foregoing Resolution was adopted by the San Francisco City Planning Commission at its special meeting on January 15, 1962.

(Signed) THOMAS G. MILLER,
Secretary
Feb. 9, 1962 -lt.

APPENDIX A

DEFINITION OF CONCEPTUAL FRAMEWORK

The methodology which is to be used in the formulation of the Community Renewal Program encompasses certain recently developed methods of problem analysis and solution, known variously as "operations research," "systems engineering" or "systems analysis and design." These methods have in common the structuring of a problem in terms of the "systems concept."

Systems Concept

The systems concept emphasizes that there is an end objective to every system and that the attainment of this objective is more important than achieving small triumphs in individual operations that contribute to, but do not make up, the whole objective. For example, if the objective of an urban renewal program is to improve the quality of housing available to all income groups in the City, then achievement of this objective must not be sacrificed to the successful improvement in the supply of housing available in one section of the City, or available to one income group. Clearance and redevelopment of a "slum" area must not aggravate or multiply the growth of slums in other areas.

The systems concept also emphasizes that each component in a system is affected by, and related to, the component on either side of it, and that this interrelationship between all components in the system determines the success or failure of the system. Systems can be very complex or very simple, but each element in the system is dependent upon other elements, and all must be in harmony to achieve a common objective. For example, the quality of housing available to income groups in the city is affected by such related components of the "system" as transportation, income stratification and family composition, expectations of investors, industrial health, etc. The systems analysis may be simple or complex, but to be most effective component elements must be capable of being given mathematical expression.

Models and Simulation

In the Community Renewal Program the most general system will be sought. For the purposes of programming urban land uses and public investment, it will be necessary to have a model of the urban space use system. Representation of any system requires the identification of the elements of the system, and description of the behavior relations between them. In the case of the urban space use system, these elements will be the main actors, such as households, firms, and government; stocks, such as supplies of land, structures, capital and transportation facilities; and the state of the arts of building, transportation and other technologies. The behavior relations which describe how these elements interact must be obtained by painstaking investigation and by drawing upon theories of economic and social behavior. In economics and other social sciences, such complex systems are typically represented by the use of mathematical "models."

The typical social science model is a representation in mathematical terms (or variables) of selected aspects of the real situation. The model expresses the relations of mutual dependency between these variables as they are assumed to hold in the real world. It may then be possible to determine the effect on one variable of changes in another, or others. In order to construct and use such models, two conditions must be met. First, there must be a theory describing the interaction of the variables--indicating the direction and magnitude of these effects. Secondly, it must be possible to adequately represent the variables by numerical or other mathematical measures.

In the urban space use system, accounts must be developed to provide statistical measures for the various elements. The choice of these accounts is then the problem of selecting the structure of the model. That is, certain accounts are chosen to measure changes in the system which are decisive for the description of the workings of land use, users, and investment. The behavior relations that research seeks to understand are then the relations between these accounts.

The development of a model, then, depends on the purposes of the users of that model, as well as on the nature of things. By analyzing the space use system, however, we may be able to isolate those key accounts which have the greatest significance for action programs. These may be subsequently incorporated into a data system which can be kept up-to-date by the city agencies. Changes in these accounts then would serve as symptomatic indicators which would alert officials to the need for action. In addition, the model may be used to test alternative programs contemplated for community renewal, as well as to test the implications of forecasted levels of activity.

Inasmuch as the model represents a simplified picture of reality, limited to those aspects relevant to the problem at hand, it can be conceived of as essentially a "simulation" of that reality. Therefore, given certain initial conditions and certain changes which are assumed to take place, it is possible by simulating the processes of which these conditions are a part to determine the resultant effect of the changes on the total situation. By experimentally simulating any given renewal action or combination of actions for any time in the future it is possible to test the results of these actions and the consequent effect on the future condition of urban change and need for treatment.

Because of the size and complexity of the city, past attempts to obtain knowledge about it by experimental methods, essentially involving trial and error, have generally been conceded to be too difficult and too expensive. As a substitute for this the simulation technique makes possible experimentation in abstraction from the real world thus avoiding sometimes irreparable effects of introducing changes in the real world and the need to wait for the culmination of often slow moving processes before learning the results of the changes. In this way simulation makes it possible to judge the effect and value of a series of alternate contemplated actions in terms of the alternate future conditions resulting.

An essential part of this simulation technique is the use of modern high speed, large capacity electronic data processing devices or computers. This is necessary because of the great amount of data inevitable in dealing with problems of urban renewal, the complexity of the interactions and manipulations which must be accommodated and the rapidity with which the data must be processed, compressing years of real world time into minutes of computer time. In fact it is the development of the modern computer which has made possible the recent growth of simulation techniques.

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